1998
MA CUSTOMER SATISFACTION SURVEY

Executive Summary

OFFICE OF MANAGEMENT AND ADMINISTRATION
Office of Business Management, MA-1.4

February 1999

EXECUTIVE SUMMARY

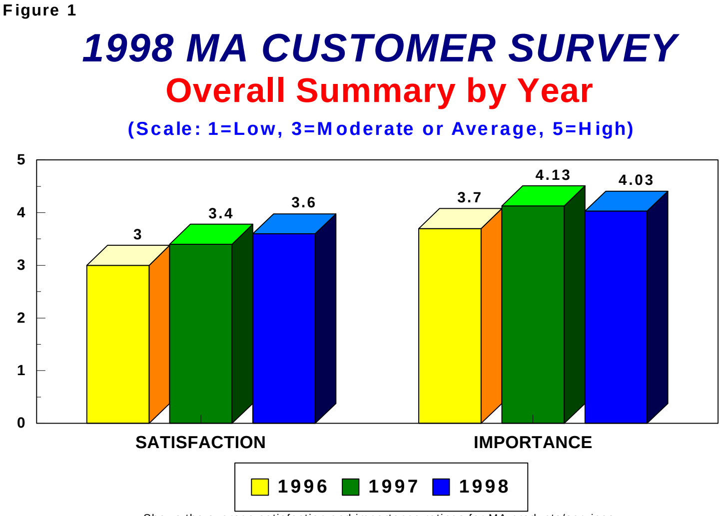
Management and Administration delivers a broad range of products and services to a diverse group of customers. Since 1996, annual customer surveys have been used to track progress in meeting MA goals for improving services by asking customers to rate both the **importance** of a service and the level of **satisfaction** they have experienced. For the 1998 survey, MA pursued two different objectives: (i) expansion by 10-15% in the number of responses and (ii) a 5% increase in the average satisfaction level expressed by customers.   Actual performance exceeded both objectives: (i) the number of responses increased by 19% above 1997 and (ii) the average satisfaction level increased by 13%. The survey results appear to be representative of Headquarters employees in the Department.

While these results are welcome, the value of the survey is derived from the improvement actions taken in response to customer feedback. Each organization within MA has been briefed on the results for the services it provides. This summary identifies some of the key themes raised by customers; a more extensive compilation of on findings has been prepared along with the individualized reports for each organization.

Since 1997, the survey has focused on direct service provision to Headquarters customers. There are other MA activities dealing with management policy and planning that affect the entire DOE complex and should be evaluated in different ways such as the performance measures reported to the Congress and the President pursuant to the Results Act.

As shown in Figure 1, on a 5-point scale, ***MA services continue to viewed as important and – though to a somewhat lesser extent, satisfying to customers.***

Figure 1



Shows the average satisfaction and importance ratings for MA products/services.
1998 data for average satisfaction represents a 6-percent increase from 1997.

Importance

Average importance appears to have dropped somewhat from 1997 to 1998, but this is due largely to the introduction of some new services in the 1998 survey that were not included in the 1997 survey.   Overall, 75% of all customer importance ratings were 4 or 5 on a 5-point scale, and only one of the 41 services in the survey had less than 50% 4's and 5's.

The following list of those services with over 90% ratings of 4 or 5 suggests the clear importance placed by customers on those products and services that affect their daily work lives. In general, these are not services delivered only when a customer approaches MA for help; rather, these are the services that are expected to become available more or less automatically.

Top Importance Ratings in 1998 MA Customer Survey	
Service	**Percent of 4 and 5 Responses**
Network Services	95.1%
PAY/PERS (payroll)	93.6%
Desktop Services	92.9%
Mail	92.2%
Building Operations	91.7%
Employee Benefits	90.0%

Of these services with top importance ratings, all but the employee benefits services are financed through the Working Capital Fund, and the top three: payroll, network, and desktop, are delivered through partnership arrangements with other organizations. Telephones dropped out of the top list in 1998, possibly due to the addition of network services to the survey this year.

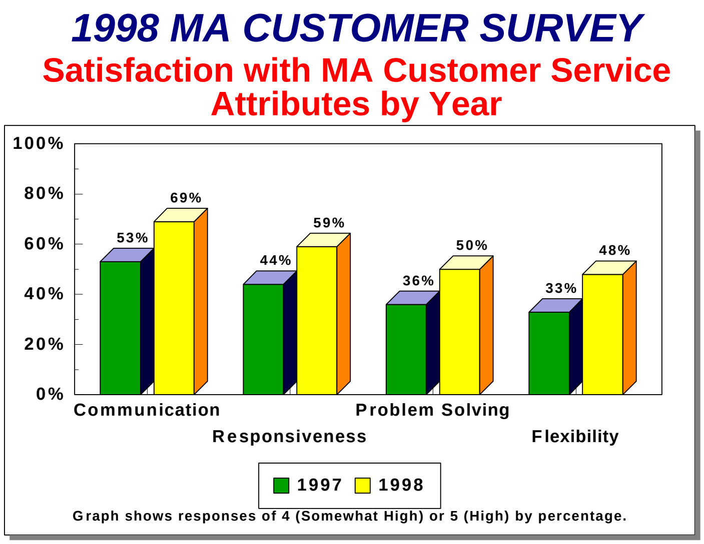
Satisfaction

Overall, customer satisfaction increased from 1997 to 1998, whether measured as the average ratings on the 5-point scale (see figure above) or as the percentage of customer ratings that were 3, 4, or 5. However, customers rated *satisfaction* as lower than *importance* for all but two services: Graphics and Audiovisual. While the average service had 59% ratings of 4 and 5 – up from 51% in the 1997 survey, 15 of the 41 services had less than 50% in the 4 or 5 categories and none had over 85%. For the top 6 services in importance, as set forth above, the average had 72% ratings of 4 and 5 in satisfaction.

About 46% of MA customers either believe there has been no change in service delivery over the past year or do not know. Of the 54% who believe there has been a change, by far the majority group believed service had somewhat (35%) or greatly (8%) increased. Increases in satisfaction over 1998 occurred for services of all MA organizations that were included in both the 1997 and 1998 surveys.

In both 1997 and 1998, customers were asked to rate MA service delivery attributes, covering all parts of the service menu. The following figure compares the 1997 and 1998 surveys in terms of the proportion rating MA as a 4 or 5 on a 5-point scale. It illustrates that significant improvements are being made in these attributes.

Figure 2



A review of customer reaction to these attributes suggests that in both years, customers gave MA considerably higher marks for communications and responsiveness than for two aspects of actual service performance: problem solving and flexibility.   Interestingly, those who indicated that they responded to the 1997 survey tended to give MA somewhat higher marks regarding these attributes on the 1998 survey.

Special Group Results

Customer Type: “Corporate” customers (program managers, resource managers, administrative officers, etc.) held views on importance and satisfaction that were very similar to those of “individual” customers.” Differences include the higher importance placed by corporate customers on employee recruitment and hiring, labor/management relations, training, space management, and contract administration. Corporate customers expressed much higher satisfaction with executive correspondence management than did individual employees, but individual employees were much more satisfied with DOECAST messages.

Both types of customers were more likely to believe that services had improved rather than worsened, but individual customers were more optimistic in this regard.

Gender: For the second year, women tend to express higher satisfaction with MA services than men, providing average satisfaction ratings of 3.63 versus 3.36 for men. This was true for essentially all services except for the cafeteria and the PAY/PERS operation. Women had especially higher satisfaction ratings than men for the services of the offices of Performance Excellence and Human Resources. Women also were more likely than men to believe that MA services had improved over the past year.

MA Employees: MA employees expressed higher importance and satisfaction with MA services than non-MA customers, notably for the services delivered by their own organizational units. MA employees were also much more likely (58%) than non-MA employees (38%) to believe that service delivery had improved, and MA employees provided higher ratings on responsiveness, flexibility, and problem-solving attributes than non-MA employees.

Conclusion

The “bottom line” of the 1998 survey is that MA organizations are viewed by their customers as performing important functions increasingly well over time. These trends provide good news to management, especially in light of the resource reductions that have occurred over recent years. However, these results for 1998 should be viewed, in the parlance of Balanced Scorecard, as “lagging indicators” -- evidence of improvements that occurred in the period before the survey. There should be no misunderstanding that continuation of these trends into the future will require hard work in the present. The survey results indicate that there is ample room for improvement in the eyes of customers.